

hospitals continue to consolidate, centralize, and diversify functions, competition will increase at all job levels.

Employment will grow the fastest in home health agencies, residential care facilities, and practitioners' offices and clinics. Many services previously provided in hospitals will be shifted to these sectors, especially as medical technologies improve. Demand in medical group practice management will grow as medical group practices become larger and more complex. Health services managers will need to deal with the pressures of cost containment and financial accountability, as well as the increased focus on preventive care. They will also become more involved in trying to improve the health of their communities.

Health services managers will also be employed by health care management companies who provide management services to hospitals and other organizations, as well as specific departments such as emergency, information management systems, managed care contract negotiations, and physician recruiting.

### Earnings

Median annual earnings of medical and health service managers were \$48,870 in 1998. The middle 50 percent earned between \$37,900 and \$71,580 a year. The lowest 10 percent earned less than \$28,600 and the highest 10 percent earned more than \$88,730 a year. Median annual earnings in the industries employing the largest number of medical and health service managers in 1997 were as follows:

Hospitals .....	\$52,600
Home health care services .....	45,800
Health and allied services, not elsewhere classified .....	44,700
Nursing and personal care facilities .....	43,600
Offices and clinics of medical doctors .....	39,600

Earnings of health services managers vary by type and size of the facility, as well as by level of responsibility. For example, the Medical Group Management Association reported that the median salary in 1998 for administrators by group practice size was: fewer than 7 physicians, \$60,000; 7 to 25 physicians, \$76,700; and more than 26 physicians, \$124,500.

According to a survey by *Modern Healthcare* magazine, median annual compensation in 1998 for managers of the following clinical departments was: Respiratory therapy, \$57,700; home health care, \$62,400; ambulatory and outpatient services, \$66,200; radiology, \$66,800; clinical laboratory, \$66,900; physical therapy, \$68,100; rehabilitation services, \$73,400; and nursing services, \$100,200. Salaries also varied according to size of facility and geographic region.

According to the Buck Survey conducted by the American Health Care Association in 1997, nursing home administrators' median annual earnings were \$52,800. The middle 50 percent earned between \$44,300 and \$60,300 a year. Assistant administrators had median annual earnings of about \$35,000, with the middle 50 percent earning between \$28,700 and \$41,200.

### Related Occupations

Health services managers have training or experience in both health and management. Other occupations requiring knowledge of both fields are public health directors, social welfare administrators, directors of voluntary health agencies and health professional associations, and underwriters in health insurance companies.

### Sources of Additional Information

General information about health administration is available from:

• American College of Healthcare Executives, One North Franklin St., Suite 1700, Chicago, IL 60606. Internet: <http://www.ache.org>

Information about undergraduate and graduate academic programs in this field is available from:

• Association of University Programs in Health Administration, 730 11<sup>th</sup> St., NW., Washington, DC 20001-4510.

Internet: <http://www.aupha.org>

For a list of accredited graduate programs in health services administration, contact:

• Accrediting Commission on Education for Health Services Administration, 730 11<sup>th</sup> St., NW., Washington, DC 20001-4510.

For information about career opportunities in long-term care administration, contact:

• American College of Health Care Administrators, 325 S. Patrick St., Alexandria, VA 22314.

For information about career opportunities in medical group practices and ambulatory care management, contact:

• Medical Group Management Association, 104 Inverness Terrace East, Englewood, CO 80112.

For information about health care office managers, contact:

• Professional Association of Health Care Office Managers, 461 East Ten Mile Rd., Pensacola, FL 32534-9712.

Internet: <http://www.pahcom.com>

## Hotel Managers and Assistants

(O\*NET 15026A)

### Significant Points

- Long hours and the stress of dealing with hotel patrons result in high turnover among hotel managers.
- College graduates with degrees in hotel or restaurant management should have good job opportunities.

### Nature of the Work

A comfortable room, good food, and a helpful hotel staff can make being away from home an enjoyable experience for both vacationing families and business travelers. Hotel managers and assistant managers help their guests have a pleasant stay by providing many of the comforts of home, including cable television, fitness equipment, and voice mail. Additionally, some hotels have health spas and other specialized services that the hotel manager and assistant help keep running smoothly. For business travelers, hotel managers often schedule available meeting rooms and electronic equipment, including slide projectors and fax machines.

Hotel managers are responsible for keeping the operation of their establishments efficient and profitable. In a small hotel, motel, or inn with a limited staff, the manager may oversee all aspects of operations. However, large hotels may employ hundreds of workers, and the general manager is usually aided by a number of assistant managers assigned to the various departments of the operation. In hotels of every size, managerial duties vary significantly by job title.

The *general manager*, for example, has overall responsibility for the operation of the hotel. Within guidelines established by the owners of the hotel or executives of the hotel chain, the general manager sets room rates, allocates funds to departments, approves expenditures, and establishes standards for service to guests, decor, housekeeping, food quality, and banquet operations. Managers who work for chains may also organize and staff a newly built hotel, refurbish an older hotel, or reorganize a hotel or motel that is not operating successfully. In order to fill some low-paying service and clerical jobs in hotels, some general managers attend career fairs. (For more information, see the statement on general managers and top executives elsewhere in the *Handbook*.)

*Resident managers* live in hotels and are on call 24 hours a day to resolve problems or emergencies. In general, though, they typically work an 8-hour day and oversee the day-to-day operations of the hotel. In many hotels, the general manager is also the resident manager.

*Executive housekeepers* ensure guest rooms, meeting and banquet rooms, and public areas are clean, orderly, and well maintained. They also train, schedule, and supervise the work of housekeepers, inspect rooms, and order cleaning supplies.

*Front office managers* coordinate reservations and room assignments as well as train and direct the hotel's front desk staff. They ensure that guests are treated courteously, complaints and problems are resolved,



*Because hotels are open around the clock, night and weekend work is common.*

and requests for special services are carried out. Front office managers often have authorization to adjust charges posted on a customer's bill.

*Food and beverage managers* direct the food service operations of hotels. They oversee the hotels' restaurants, cocktail lounges, and banquet facilities. These managers also supervise food and beverage preparation and service workers, plan menus, set schedules, estimate costs, and deal with food suppliers. (For more information on similar workers in other industries, see the statement on restaurant and food service managers elsewhere in the *Handbook*.)

*Convention services managers* coordinate the activities of large hotels' various departments for meetings, conventions, and special events. They meet with representatives of groups or organizations to plan the number of rooms to reserve, the desired configuration of hotel meeting space, and the banquet services. During the meeting or event, they resolve unexpected problems and monitor activities to ensure that hotel operations conform to the expectations of the group.

*Assistant managers* help run the day-to-day operations of the hotel. In large hotels they may be responsible for activities such as personnel, accounting, office administration, marketing and sales, purchasing, security, maintenance, and pool, spa, or recreational facilities. In smaller hotels, these duties may be combined into one position. Some hotels allow an assistant manager to make decisions regarding hotel guest charges when a manager is unavailable.

Computers are used extensively by hotel managers and their assistants to keep track of the guest's bill, reservations, room assignments, meetings, and special events. In addition, computers are used to order food, beverages, and supplies, as well as to prepare reports for hotel owners and top-level managers. Managers

work with computer specialists to ensure that the hotel's computer system functions properly. Should the hotel's computer system fail, managers must continue to meet guests' needs.

### **Working Conditions**

Because hotels are open around the clock, night and weekend work is common. Many hotel managers work more than 40 hours per week. Managers who live in the hotel usually have regular work schedules, but they may be called to work at any time. Some employees of resort hotels are managers during the busy season and have other duties during the rest of the year.

Hotel managers sometimes experience the pressures of coordinating a wide range of functions. Conventions and large groups of tourists may present unusual problems. Moreover, dealing with irate guests can be stressful. The job can be particularly hectic for front office managers during check-in and check-out time. Computer failures can further complicate an already busy time.

### **Employment**

Hotel managers and assistant managers held about 76,000 jobs in 1998. Self-employed managers—primarily owners of small hotels and motels—held a significant number of these jobs. Companies that manage hotels and motels under contract employed some managers.

### **Training, Other Qualifications, and Advancement**

Hotels increasingly emphasize specialized training. Postsecondary training in hotel or restaurant management is preferred for most hotel management positions, although a college liberal arts degree may be sufficient when coupled with related hotel experience. Internships or part-time or summer work is an asset to students seeking a career in hotel management. The experience gained and the contacts made with employers can greatly benefit them after graduation. Most bachelor's degree programs include work-study opportunities.

In the past, many managers were promoted from the ranks of front desk clerks, housekeepers, waiters and chefs, and hotel sales workers. Although some employees still advance to hotel management positions without education beyond high school, postsecondary education is preferred. Restaurant management training or experience is also a good background for entering hotel management because the success of a hotel's food service and beverage operations is often of great importance to the profitability of the entire establishment.

In 1998, nearly 200 community and junior colleges and some universities offered associate, bachelor's, and graduate degree programs in hotel or restaurant management. When combined with technical institutes, vocational and trade schools, and other academic institutions, over 800 educational facilities have programs leading to formal recognition in hotel or restaurant management. Hotel management programs include instruction in hotel administration, accounting, economics, marketing, housekeeping, food service management and catering, and hotel maintenance engineering. Computer training is also an integral part of hotel management training due to the widespread use of computers in reservations, billing, and housekeeping management.

Hotel managers must be able to get along with many different people, even in stressful situations. They must be able to solve problems and concentrate on details. Initiative, self-discipline, effective communication skills, and the ability to organize and direct the work of others are also essential for managers at all levels.

Most hotels promote employees who have proven their ability and completed formal education in hotel management. Graduates of hotel or restaurant management programs usually start as trainee assistant managers. Some large hotels sponsor specialized on-the-job management training programs allowing trainees to rotate among various departments and gain a thorough knowledge of the hotel's operation. Other hotels may help finance formal training in hotel management for outstanding employees. Newly built hotels, particularly those without well-established on-the-job training programs, often prefer experienced personnel for managerial positions.

Large hotel and motel chains may offer better opportunities for advancement than small, independently owned establishments, but relocation every several years often is necessary for advancement. The large chains have more extensive career ladder programs and offer managers the opportunity to transfer to another hotel or motel in the chain or to the central office. Career advancement can be accelerated by completion of certification programs offered by the associations listed below. These programs usually require a combination of course work, examinations, and experience.

### Job Outlook

Employment of hotel managers and assistants is expected to grow more slowly than the average for all occupations through 2008. Long hours and stressful working conditions result in high turnover in this field, so additional job openings are expected to occur as experienced managers transfer to other occupations, retire, or stop working for other reasons. Job opportunities in hotel management are expected to be especially good for persons with college degrees in hotel or restaurant management.

Increasing business travel and domestic and foreign tourism will drive employment growth of hotel managers and assistants. Managerial jobs are not expected to grow as rapidly as the hotel industry overall, however. As the industry consolidates, many chains and franchises will acquire independently owned establishments and increase the number of economy-class rooms to accommodate bargain-conscious guests. Economy hotels offer clean, comfortable rooms and front desk services without costly extras like restaurants and room service. Because there are not as many departments in these hotels, fewer managers will be needed. In addition, front desk clerks are increasingly assuming some responsibilities previously reserved for managers, further limiting the growth of managers and their assistants.

Additional demand for managers, however, is expected in suite hotels as some guests, especially business customers, are willing to pay higher prices for rooms with kitchens and suites that provide the space needed to conduct meetings. In addition to job growth in suite hotels and economy-class hotels, large full-service hotels—offering restaurants, fitness centers, large meeting rooms, and play areas for children, among other amenities—will continue to offer many trainee and managerial opportunities.

### Earnings

Median annual earnings of hotel managers and assistants were \$26,700 in 1998. The middle 50 percent of these workers earned between \$19,820 and \$34,690. The lowest 10 percent had earnings of less than \$14,430, while the top 10 percent earned over \$45,520. In 1997, median annual earnings in the hotel and other lodging places industry, where nearly all of these workers are employed, were \$28,600.

Salaries of hotel managers and assistants vary greatly according to their responsibilities and the segment of the hotel industry in which they are employed. Managers may earn bonuses up to 25 percent of their basic salary in some hotels and may also be furnished with lodging, meals, parking, laundry, and other services. In addition to typical benefits, some hotels offer profit-sharing plans and educational assistance to their employees.

### Related Occupations

Other occupations concerned with organizing and directing a business where customer service is the cornerstone of their success include restaurant managers, apartment building managers, retail store managers, and office managers.

### Sources of Additional Information

For information on careers and scholarships in hotel management, contact:

• The American Hotel and Motel Association (AH&MA), Information Center, 1201 New York Ave. NW., Washington, DC 20005-3931.

Information on careers in the lodging industry and professional development and training programs may be obtained from:

• The Educational Institute of the American Hotel and Motel Association, P.O. Box 531126 Orlando, FL 32853-1126.

Internet: <http://www.ei-ahma.org>

For information on educational programs, including correspondence courses, in hotel and restaurant management, write to:

• Council on Hotel, Restaurant, and Institutional Education, 1200 17th St. NW., Washington, DC 20036-3097.

Information on careers in housekeeping management may be obtained from:

• National Executive Housekeepers Association, Inc., 1001 Eastwind Dr., Suite 301, Westerville, OH 43081. Phone: (800) 200-6342.

## Human Resources, Training, and Labor Relations Specialists and Managers

(O\*NET 13005A, 13005B, 13005C, 13005E, 21511A, 21511B, 21511C, 21511D, 21511E, and 21511F)

### Significant Points

- Employers usually seek college graduates for entry-level jobs.
- Depending on the job duties, a strong background in human resources, business, technical, or liberal arts subjects may be preferred.
- The job market is likely to remain competitive because of the abundant supply of qualified college graduates and experienced workers.

### Nature of the Work

Attracting the most qualified employees and matching them to the jobs for which they are best suited is important for the success of any organization. However, many enterprises are too large to permit close contact between top management and employees. Human resources, training, and labor relations specialists and managers provide this link. These individuals recruit and interview employees, and advise on hiring decisions in accordance with policies and requirements that have been established in conjunction with top management. In an effort to improve morale and productivity and limit job turnover, they also help their firms effectively use employee skills, provide training opportunities to enhance those skills, and boost employee satisfaction with their jobs and working conditions. Although some jobs in the human resources field require only limited contact with people outside the office, dealing with people is an essential part of the job.

In a small organization, a *human resources generalist* may handle all aspects of human resources work, requiring a broad range of knowledge. The responsibilities of human resources generalists can vary widely, depending on their employer's needs. In a large corporation, the top human resources executive usually develops and coordinates personnel programs and policies. (Executives are included in the *Handbook* statement on general managers and top executives.) These policies are usually implemented by a director or manager of human resources and, in some cases, a director of industrial relations.

The *director of human resources* may oversee several departments, each headed by an experienced manager, who most likely specializes in one personnel activity such as employment, compensation, benefits, training and development, or employee relations.

*Employment and placement managers* oversee the hiring and separation of employees and supervise various workers, including equal employment opportunity specialists and recruitment specialists.